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ABSTRACT

This study assessed the needs of management positions and obtained evaluations of sport management programs by management personnel from different sport program perspectives, i.e., professional sport and college/university athletics. Results of survey identified: (1) specific similarities and differences in the criteria for both hiring sport management personnel and on-job success between professional sport and college/university athletics; (2) specific differences in the types of management/leadership tasks and respective workloads; and (3) specific similarities and differences in certification expectations of employees. The results of the program curricular evaluation indicated: (1) an inverse relationship for required practica and internship for professional sport and college/university athletics positions; (2) specific similarities and differences in management leadership task-related courses; and (3) specific differences in the relative importance of sport/leisure study areas to be included in the curriculum. No specific differences in requirements for a major and/or minor were found. Evidence was provided concerning the diversity in the types of management positions and salary ranges. No indication of number of respondents is provided. (JD)

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MANAGEMENT CAREERS IN PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS: Results of a Survey Evaluation

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A Refereed Paper Presented at the Research Council Program of the
Southern District Association of the
American Alliance of Health, Physical Education, Recreation, and Dance

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ABSTRACT

THE PURPOSES OF THIS STUDY WERE TO: (A) ASSESS THE NEEDS OF MANAGEMENT POSITIONS, AND (B) OBTAIN EVALUATION OF SPORT MANAGEMENT PROGRAMS BY MANAGEMENT PERSONNEL FROM DIFFERENT SPORT PROGRAM PERSPECTIVES, I.E., PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS. ACCORDING TO THEORISTS, THERE HAS BEEN AN INCREASE IN THE DEMAND FOR SPORT MANAGEMENT POSITIONS, BUT THERE IS A LACK OF AND NEED FOR EMPIRICAL EVIDENCE UPON WHICH TO ESTABLISH THE THEORETICAL BASIS/ CONTENT FOR PROGRAMS TO MEET THIS DEMAND. THUS, THE SIGNIFICANCE OF THIS RESEARCH IS THAT IT PROVIDES A BASIS FOR PLANNING CURRICULA UTILIZING EMPIRICAL EVIDENCE OF THE NEEDS ASSESSMENT AND PROGRAM EVALUATION BY/FOR SPORT MANAGEMENT PERSONNEL IN PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS. THE SUBJECTS FOR THE STUDY WERE RANDOMLY SELECTED MANAGEMENT PERSONNEL FROM PROFESSIONAL SPORT AND COLLEGE/ UNIVERSITY ATHLETICS WITH STRATIFICATION FOR AAHPERD DISTRICTS AND INSTITUTIONAL SIZE. SUBJECTS WERE MAILED A LETTER OF EXPLANATION, SURVEY INSTRUMENT, AND STAMPED RETURN ENVELOPE. THE FORMAT OF THE SURVEY WAS PRIMARILY OBJECTIVE, BUT INCLUDED SOME SUBJECTIVE QUESTIONS. DATA WERE ANALYZED USING CROSSTABULATIONS OF ALL OBJECTIVE ITEMS BY GROUP, I.E., PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS, WITH THE MANN-WHITNEY U AND KRUSKAL-WALLIS ONE-WAY ANALYSIS OF VARIANCE APPLIED WHERE APPROPRIATE. RESULTS OF THE NEEDS ASSESSMENT IDENTIFIED; (A) SPECIFIC SIMILARITIES AND DIFFERENCES IN THE CRITERIA FOR BOTH HIRING SPORT MANAGEMENT PERSONNEL AND ON-JOB SUCCESS BETWEEN PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS; (B) SPECIFIC DIFFERENCES IN THE TYPES OF MANAGEMENT/LEADERSHIP TASKS AND RESPECTIVE WORKLOADS; AND (C) SPECIFIC SIMILARITIES AND DIFFERENCES IN

CERTIFICATION EXPECTATIONS OF EMPLOYEES. THE RESULTS OF THE PROGRAM CURRICULAR EVALUATION INDICATED: (A) AN INVERSE RELATIONSHIP FOR REQUIRED PRACTICA AND INTERNSHIP FOR PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETIC POSITIONS; (B) SPECIFIC SIMILARITIES AND DIFFERENCES IN MANAGEMENT LEADERSHIP TASK RELATED COURSES; AND (C) SPECIFIC DIFFERENCES IN THE RELATIVE IMPORTANCE OF SPORT/LEISURE STUDY AREAS TO BE INCLUDED IN THE CURRICULUM; BUT (D) NO SPECIFIC DIFFERENCES IN REQUIREMENTS FOR A MAJOR AND/OR MINOR. EVIDENCE WAS ALSO PROVIDED CONCERNING THE DIVERSITY IN THE TYPES OF MANAGEMENT POSITIONS AND SALARY RANGES. A HANDOUT INCLUDES A SYNTHESIS OF THESE SPECIFIC RESULTS. IN SUMMARY, THE BREADTH OF THE NEEDS ASSESSMENT AND CURRICULAR EVALUATION BY MANAGEMENT PERSONNEL IN PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS PROVIDE PART OF THE EMPIRICAL EVIDENCE UPON WHICH TO BASE SPORT MANAGEMENT CURRICULAR PLANNING AND DECISIONS.

INTRODUCTION

IN RECENT YEARS, THE EMPHASIS ON THE NEED FOR NEW PROFESSIONS WITHIN THE MANAGEMENT OF SPORT HAS GROWN AT AN IMPRESSIVE RATE. ACCORDING TO MULLIN (1980), SPORT MANAGEMENT INCLUDES THE FUNCTIONS OF PLANNING, ORGANIZING, STAFFING, CONTROLLING, AND DIRECTING WITHIN THE CONTEXT OF AN ORGANIZATION WITH A PRIMARY OBJECTIVE OF PROVIDING SPORT OR SPORT RELATED ACTIVITIES, PRODUCTS, OR SERVICES. SUCH POSITIONS CAN BE FOUND IN THE FOLLOWING CATEGORIES: LOCAL GOVERNMENTAL AGENCIES, VOLUNTARY AGENCIES, CORPORATIONS OR COMPANIES, FACILITIES, HOTELS AND RESORTS, INTRAMURAL AND/OR SPORT CLUBS, PRIVATE SPORT CLUBS, PROFESSIONAL SPORT ORGANIZATIONS, RETAIL SALES, ATHLETICS, SPORT BUSINESSES, SPORT MANAGEMENT SERVICES, SPORT MARKETING/MERCHANDIZING, SPORT ORGANIZATIONS, AND TRAVEL AND CRUIZE INDUSTRIES (DESENSI, KELLEY, BEITEL, AND BLANTON, 1987). SPORT MANAGEMENT HAS EXPANDED TO THE EXTENT THAT A NEW JOB MARKET HAS BEEN CREATED WHICH DEMANDS NEW SKILLS AND PREPARATION (PARKHOUSE, 1984). AS PHYSICAL EDUCATION AND LEISURE STUDIES PROFESSIONS ATTEMPT TO MEET THE NEEDS/DEMANDS OF STUDENTS WHO HAVE AN INTEREST IN CAREERS INVOLVING THE MANAGEMENT OF SPORT, THE NUMBER OF COLLEGES/UNIVERSITIES OFFERING SPORT MANAGEMENT PROGRAMS AT THE UNDERGRADUATE AND/OR GRADUATE LEVEL HAS GROWN CONSIDERABLY. THE UNIQUENESS OF EACH PROGRAM IS EVIDENT AS THE COURSE OFFERINGS OF DIFFERENT INSTITUTIONS ARE COMPARED AND CONTRASTED. THE NEED FOR A NEW BREED OF SPECIALIST IN SPORT THEN, IS SURPASSED BY A GREATER ISSUE, I.E., THE NEED TO MORE CLEARLY DEFINE AND CHARACTERIZE THE CROSS-DISCIPLINE OF SPORT MANAGEMENT. COLLEGES AND UNIVERSITIES NEED TO BECOME ACCOUNTABLE FOR THE VARIED COURSES OF STUDY IN THIS FIELD.

CONSIDERING THE ISSUE OF ACCOUNTABILITY ON THE PART OF COLLEGES AND UNIVERSITIES, IT IS NOTED BY A NUMBER OF PROFESSIONALS WITHIN THE SPORT MANAGEMENT FIELD THAT THERE IS A LACK OF, AS WELL AS A NEED FOR EMPIRICAL EVIDENCE FOR THE THEORETICAL BASIS AND CONTENT OF SPORT MANAGEMENT PROGRAMS (DUBIN, 1976; GULIK, 1965; MINTZBERG, 1973; LEWIS, 1980; MULLIN, 1980; PARKHOUSE AND ULRICH, 1979; VANDERZWAAG, 1980; ZEIGLER, 1979). PARKS AND QUAIN (1986) SUPPORT THIS POINT BY NOTING THAT SPORT MANAGEMENT PROGRAMS HAVE BEEN DEVELOPED WITH LITTLE EMPIRICAL EVIDENCE REGARDING THEIR APPROPRIATENESS. WHILE SOME MAY THINK THAT THE MANAGEMENT OF A SPORT ORGANIZATION IS SIMILAR TO THAT OF ANY CORPORATION, MULLIN (1980) INDICATED THAT THERE IS A NEED TO HAVE AS SPORT MANAGERS, PEOPLE WHO HAVE AN APPRECIATION AND UNDERSTANDING OF SPORT. AS A RESULT, UNIQUE NEEDS IN MARKETING, FINANCE, LAW, AND IN THE MANAGEMENT OF SPORT PERSONNEL BECOME EVIDENT. SPECIALIZED COURSES ARE NEEDED IN THESE AREAS IN ORDER TO MEET THE NEEDS OF SPECIFIC JOBS IN SPORT MANAGEMENT. THEREFORE, EVALUATION RESEARCH IS GREATLY NEEDED WITHIN SPORT MANAGEMENT (ISSAC AND MICHAEL, 1981; UDINSKY, OSTERLIND AND LYNCH, 1981) IN ORDER TO (A) EXPLAIN EDUCATIONAL EFFECTS; (B) DEPICT PROGRAM PROCESSES AND CONTENT, AND (C) DEVISE CURRICULAR MODELS AND INSTRUCTIONAL STRATEGIES.

THE PRESENT STUDY COMPARED CAREERS IN PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS IN TERMS OF CRITERIA FOR HIRING SPORT MANAGEMENT PERSONNEL AND ON THE JOB SUCCESS IN ADDITION TO COURSES REQUIRED FOR EACH. THE SIGNIFICANCE OF THIS RESEARCH IS THAT IT PROVIDES A BASIS FOR PLANNING CURRICULA, UTILIZING EMPIRICAL EVIDENCE OF THE NEEDS ASSESSMENT AND PROGRAM EVALUATION BY/FOR PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS.

PURPOSE

THE PURPOSE OF THIS STUDY WAS TWO-FOLD

A. TO ASSESS THE NEEDS OF SPORT MANAGEMENT POSITIONS, AND

B. TO OBTAIN EVALUATION OF SPORT MANAGEMENT PROGRAMS BY MANAGEMENT PERSONNEL FROM DIFFERENT SPORT PROGRAM PERSPECTIVES, I.E., COLLEGE/UNIVERSITY ATHLETICS AND PROFESSIONAL SPORT

MORE SPECIFICALLY, THIS STUDY FOCUSED ON THE RELATIVE DEGREE OF IMPORTANCE OF: (A) SPECIFIC CRITERIA FOR HIRING SPORT MANAGEMENT PERSONNEL AND ON THE JOB SUCCESS, (B) TYPES OF MANAGEMENT/LEADERSHIP TASKS, (C) EDUCATIONAL BACKGROUND, AND (D) SPECIFIC CERTIFICATIONS. THE PROGRAM EVALUATION OF THE TWO GROUPS INDICATED THE AMOUNTS OF AND/OR DEGREE OF IMPORTANCE OF: (A) PREVIOUS JOB RELATED EXPERIENCES/ PRACTICA/INTERNSHIPS, (B) MANAGEMENT/LEADERSHIP RELATED COURSES, AND (C) EMPHASIS ON PROGRAM AREAS WITHIN THE CURRICULUM. ATTENTION IS ALSO GIVEN TO THE DIVERSITY IN TYPES OF MANAGEMENT POSITIONS AND SALARY RANGES.

PROCEDURES

SUBJECTS WERE MAILED A LETTER OF EXPLANATION, SURVEY INSTRUMENT, AND STAMPED RETURN ENVELOPE. THE FORMAT OF THE SURVEY WAS PRIMARILY OBJECTIVE, BUT INCLUDED SOME SUBJECTIVE QUESTIONS.

DATA WERE ANALYZED USING CROSSTABULATIONS OF ALL OBJECTIVE ITEMS BY GROUP, I.E., PROFESSIONAL SPORT AND COLLEGE/UNIVERSITY ATHLETICS, WITH THE MANN-WHITNEY U AND KRUSKAL-WALLIS ONE-WAY ANALYSIS OF VARIANCE APPLIED WHERE APPROPRIATE. THE RESULTS ARE PRESENTED IN TERMS OF RELATIVE DEGREE OF IMPORTANCE IN REFERENCE TO A PARTICULAR CONSTRUCT OR AREA OF CONSIDERATION. THIS RELATIVE DEGREE OF IMPORTANCE IS BASED ON THE RANK ORDER OF THE PERCENT OF RESPONDENTS WHO INDICATED ON A FIVE POINT LIKERT SCALE THAT THE ITEM WAS EITHER IMPORTANT OR VERY IMPORTANT.

RESULTS

CRITERIA FOR HIRING AND ON THE JOB SUCCESS

THE RESULTS OF THIS STUDY INDICATED THAT BOTH EMPLOYER GROUPS (COLLEGE/UNIVERSITY ATHLETICS AND PROFESSIONAL SPORT) HAD SIMILAR EXPECTATIONS, I.E., NO SIGNIFICANT DIFFERENCES ($P > .05$), FOR HIRING PROSPECTIVE SPORT MANAGEMENT EMPLOYEES (FIG.1) AND FOR ON THE JOB SUCCESS (FIG.2). COMPARING THE CRITERIA WITHIN PROFESSIONAL SPORT FOR HIRING (FIG.1) AND ON THE JOB SUCCESS (FIG.2), THE RANK ORDER WAS NOT SIGNIFICANTLY DIFFERENT ($P > .05$). HOWEVER, WITHIN COLLEGE/UNIVERSITY ATHLETICS, WHEN COMPARING THE CRITERIA FOR HIRING (FIG.1), AND ON THE JOB SUCCESS (FIG.2), THERE WAS A SIGNIFICANT DIFFERENCE ($P < .001$) IN THE RANK ORDER OF THE IMPORTANCE OF THE CRITERIA.

THE DIFFERENCES IN CRITERIA FOR HIRING AND ON THE JOB SUCCESS IN COLLEGE/UNIVERSITY ATHLETICS WERE PRIMARILY ASSOCIATED WITH PERSONALITY, LEADERSHIP, MANAGEMENT, AND PERSONAL APPEARANCE. WHILE PERSONALITY AND LEADERSHIP WERE TIED WITH COMMUNICATIONS AS BEING IMPORTANT CRITERIA FOR HIRING TO ALL RESPONDENTS, PERSONALITY DROPPED TO AT LEAST FOURTH PLACE AND LEADERSHIP DROPPED TO SEVENTH PLACE IN IMPORTANCE TO THE RESPONDENTS AS CRITERIA FOR ON THE JOB SUCCESS. MANAGEMENT SKILLS AND PERSONAL APPEARANCE WERE PERCEIVED BY ONE HUNDRED PERCENT OF THE RESPONDENTS AS IMPORTANT FOR ON THE JOB SUCCESS AS THEY WERE TIED FOR FIRST PLACE RANKING WITH COMMUNICATIONS; BUT THEY WERE CONSIDERED IMPORTANT CRITERIA FOR HIRING BY NINETY PERCENT OF THE RESPONDENTS AND WERE TIED FOR FIFTH RANKING OF IMPORTANCE.

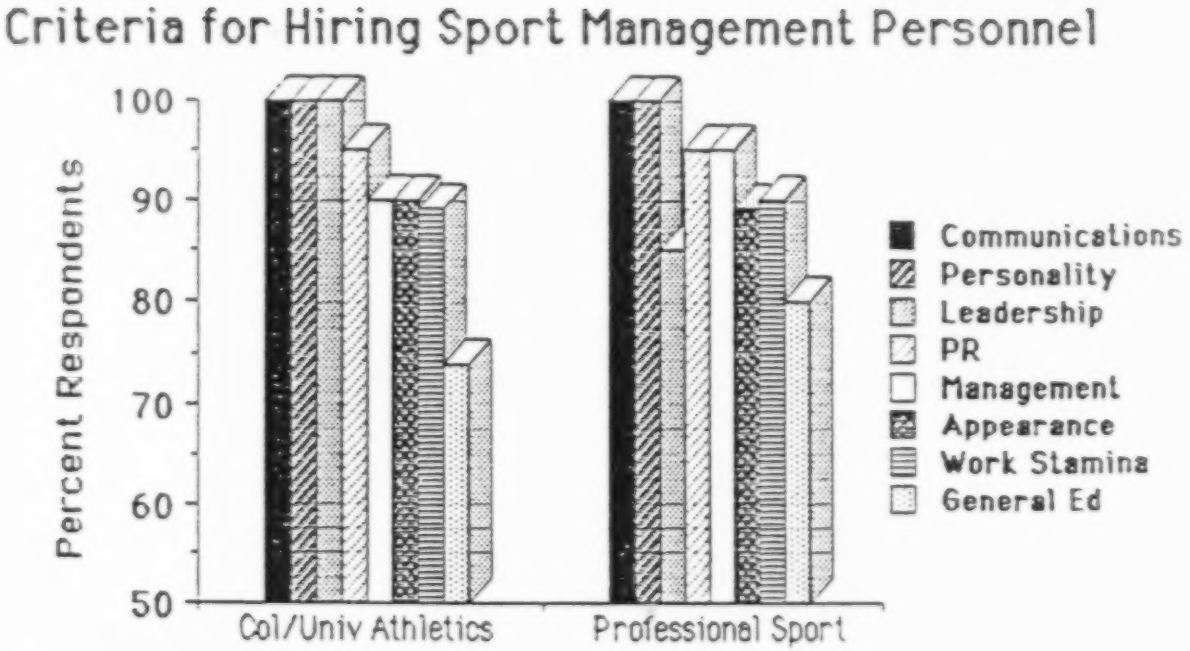

Fig. 1 Nonsignificant business category differences ($p > .05$)

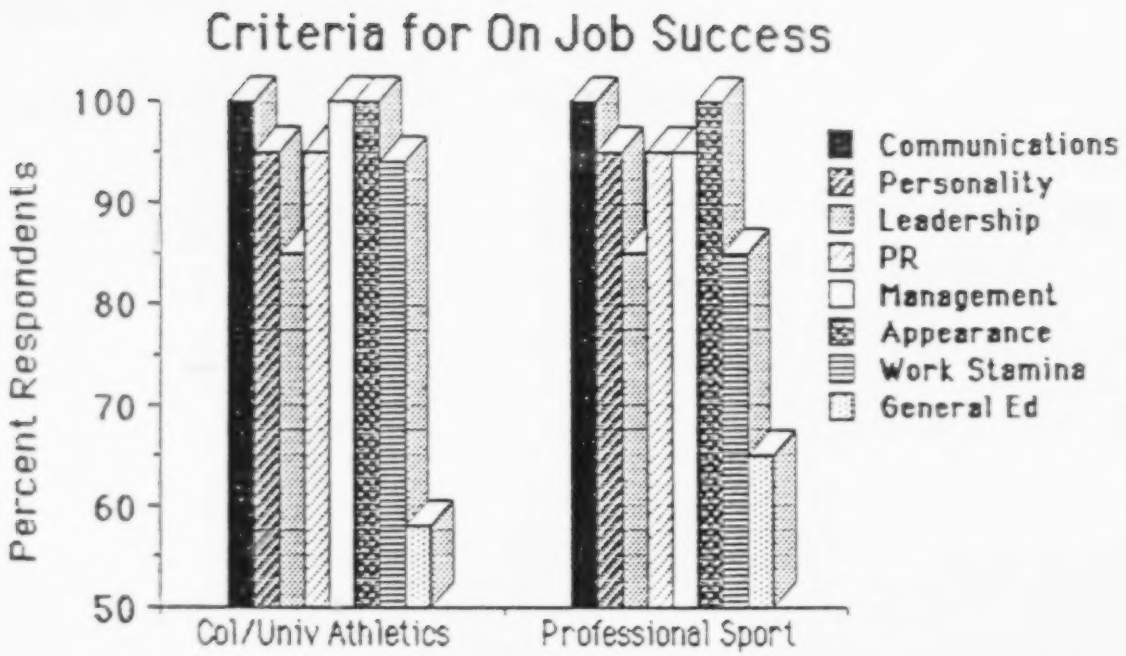

Fig. 2 Nonsignificant business category differences ($p > .05$)

IMPORTANCE OF SPORT MANAGEMENT DEGREE LEVELS

THERE WAS A SIGNIFICANT DIFFERENCE ($P < .001$) BETWEEN RESPONDENTS FROM COLLEGE/UNIVERSITY ATHLETICS AND PROFESSIONAL SPORT ON THE RANKINGS OF REQUIRED DEGREE LEVELS (FIG.3), WHILE THE PATTERN OF THE RANKINGS OF IMPORTANCE APPEARED TO BE SIMILAR FOR THE TWO GROUPS. THE DIFFERENCE OCCURRED AS A RESULT OF THE SPECIFIC PERCENTAGE OF RESPONDENTS BELIEVING CERTAIN DEGREE LEVELS WERE IMPORTANT. SIXTY-ONE PERCENT OF THE COLLEGE/UNIVERSITY RESPONDENTS INDICATED A BACHELORS DEGREE WAS REQUIRED FOR THEIR SPORT MANAGEMENT PERSONNEL, WHILE ONLY THIRTY-ONE PERCENT OF THE PROFESSIONAL SPORT RESPONDENTS REQUIRED A BACHELORS DEGREE FOR THEIR SPORT MANAGEMENT PERSONNEL. FORTY-ONE PERCENT OF THE COLLEGE/UNIVERSITY ATHLETIC RESPONDENTS INDICATED THAT A MASTER'S DEGREE WAS REQUIRED, WHILE ONLY EIGHTEEN PERCENT OF THE PROFESSIONAL SPORT RESPONDENTS HAD SPORT MANAGEMENT POSITIONS REQUIRING MASTER'S DEGREES. TWELVE PERCENT OF BOTH GROUPS HAD SPORT MANAGEMENT POSITIONS REQUIRING A DOCTORATE.

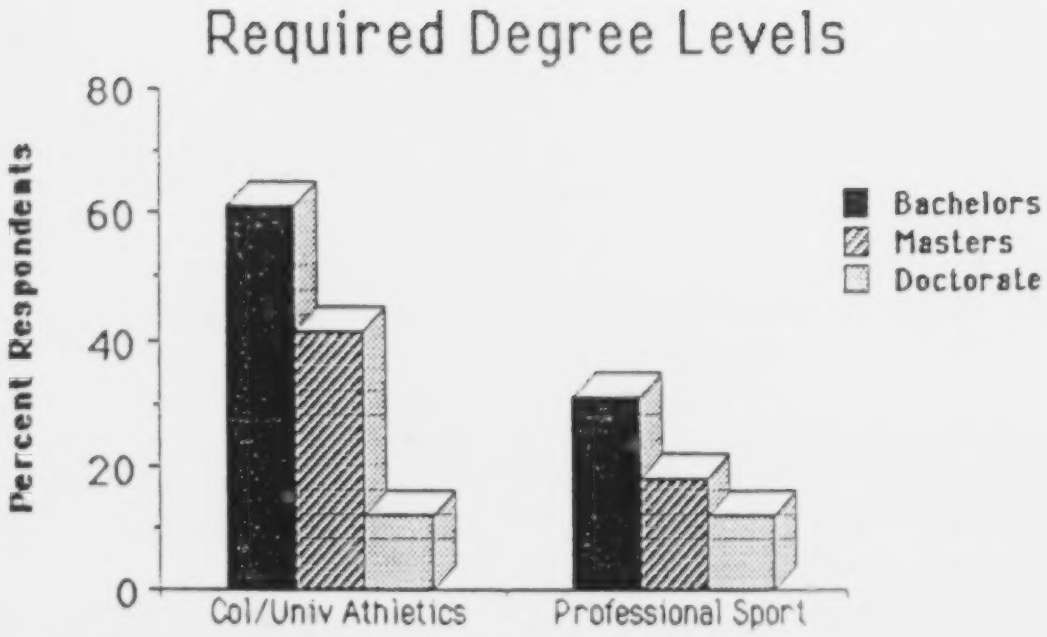

Fig. 3 Significant business category difference ($p < .001$)

IMPORTANCE OF SPORT MANAGEMENT MAJOR/MINOR

THERE WAS A SIGNIFICANT DIFFERENCE ($P < .001$) IN THE RELATIVE IMPORTANCE OF SPORT MANAGEMENT DEGREES, I.E., REQUIRING/PREFERRING A SPORT MANAGEMENT MAJOR/MINOR BETWEEN RESPONDENTS FROM COLLEGE/UNIVERSITY ATHLETICS AND PROFESSIONAL SPORT (FIG.4). WHILE APPROXIMATELY SEVEN PERCENT OF BOTH GROUPS REQUIRED A SPORT MANAGEMENT MAJOR, SIXTY-NINE PERCENT OF THE COLLEGE/UNIVERSITY ATHLETICS RESPONDENTS PREFERRED A MAJOR AND FORTY-SEVEN OF THE PROFESSIONAL SPORT RESPONDENTS PREFERRED A SPORT MANAGEMENT MAJOR. NONE OF THE COLLEGE/UNIVERSITY ATHLETICS RESPONDENTS EITHER REQUIRED NOR PREFERRED A SPORT MANAGEMENT MINOR; WHILE ELEVEN PERCENT OF THE PROFESSIONAL SPORT RESPONDENTS REQUIRED A SPORT MANAGEMENT MINOR AND TWENTY-TWO PERCENT PREFERRED A SPORT MANAGEMENT MINOR.

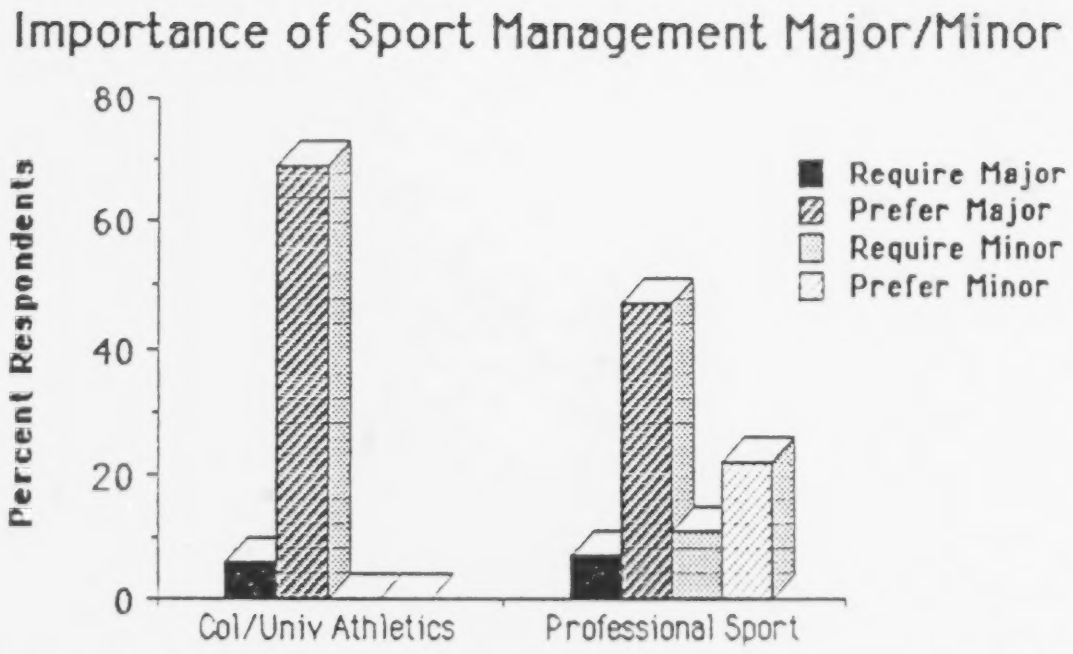

Fig. 4 Significant business category difference ($p < .001$)

IMPORTANCE OF SPORT/LEISURE STUDY AREAS

WITHIN THE CURRICULAR EXPERIENCES, RESPONDENTS OF COLLEGE/ UNIVERSITY ATHLETICS AND PROFESSIONAL SPORT DIFFERED ($P < .001$) IN THE RELATIVE IMPORTANCE OF SPORT/LEISURE STUDY AREAS (FIG.5). TWO PRIMARY DISTINCTIONS BETWEEN THE BUSINESS CATEGORIES WERE IN THE RELATIVE RANKINGS OF IMPORTANCE OF THE SOCIOLOGY OF LEISURE/RECREATION AND HISTORY OF SPORT, WHILE PROFESSIONAL SPORT RESPONDENTS IDENTIFIED THESE AREAS AS FIRST AND SECOND RESPECTIVELY, COLLEGE/UNIVERSITY RESPONDENTS RANKED THEM AS FIFTH AND SIXTH RESPECTIVELY. ALTHOUGH FOR EACH OF THE OTHER SPORT/ LEISURE STUDY AREAS THE PATTERN OF RESPONSES BETWEEN THE TWO GROUPS APPEARED TO BE DIFFERENT, THE ACTUAL PERCENTAGE OF RESPONDENTS FOR EACH GROUP WAS SIMILAR FOR: (A) CURRENT SPORT ISSUES; (B) PSYCHOLOGY OF SPORT; (B) PHILOSOPHY OF SPORT; (C) PHILOSOPHY OF LEISURE/RECREATION; AND (D) SOCIOLOGY OF SPORT.

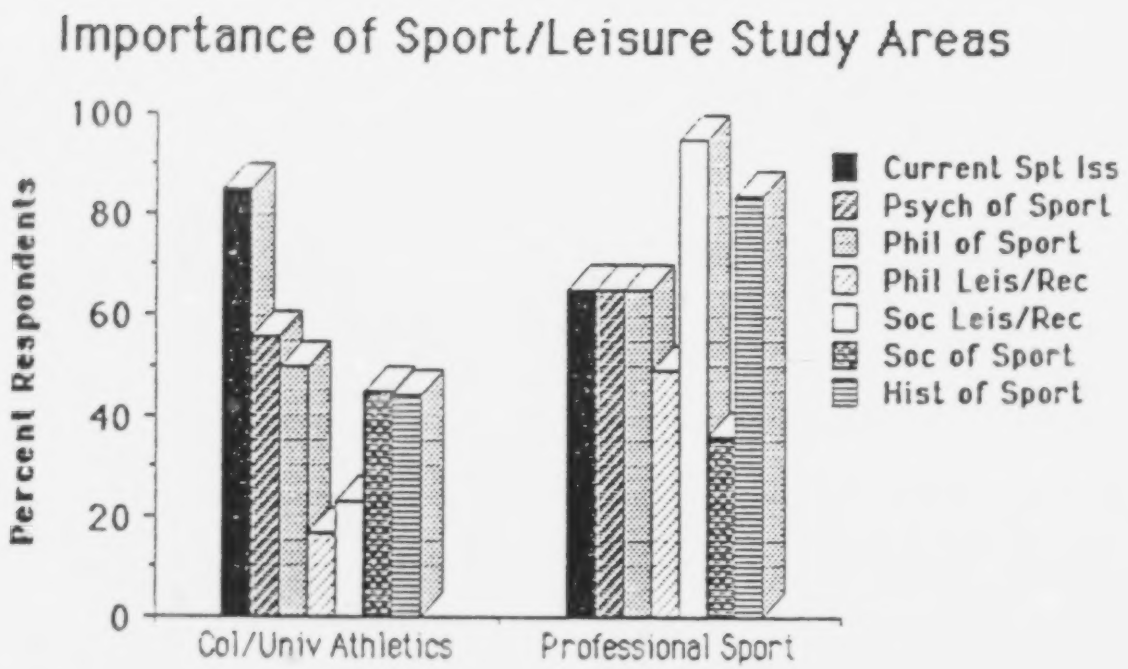

Fig. 5 Significant business category difference ($p < .001$)

IMPORTANCE OF REQUIRED PRACTICA/INTERNSHIPS

ANALYSIS OF THE RESPONSES FOR THE RELATIVE IMPORTANCE OF REQUIRED PRACTICA AND INTERNSHIPS PRODUCED A SIGNIFICANT DIFFERENCE ($P < .001$), BETWEEN COLLEGE/UNIVERSITY ATHLETICS PERSONNEL AND PROFESSIONAL SPORT PERSONNEL (FIG.6). EIGHTY-EIGHT PERCENT OF THE COLLEGE/UNIVERSITY ATHLETICS RESPONDENTS INDICATED A PREFERENCE FOR REQUIRED PRACTICA, BUT ONLY SEVENTY-TWO PERCENT INDICATED INTERNSHIPS SHOULD BE REQUIRED. THE PROFESSIONAL SPORT RESPONDENTS INDICATED THE OPPOSITE ORDER OF IMPORTANCE OF REQUIRED PRACTICA/INTERNSHIP, AS NINETY-FIVE PERCENT OF THE RESPONDENTS INDICATED A REQUIRED INTERNSHIP AND NINETY PERCENT INDICATED A REQUIRED PRACTICA. THE IMPLICATION IS THAT PRACTICA ARE DEFINITELY A CRITICAL COMPONENT OF THE CURRICULUM, AND INTERNSHIPS HAVE RELATIVELY MORE OR LESS IMPORTANCE DEPENDING ON THE BUSINESS SETTING.

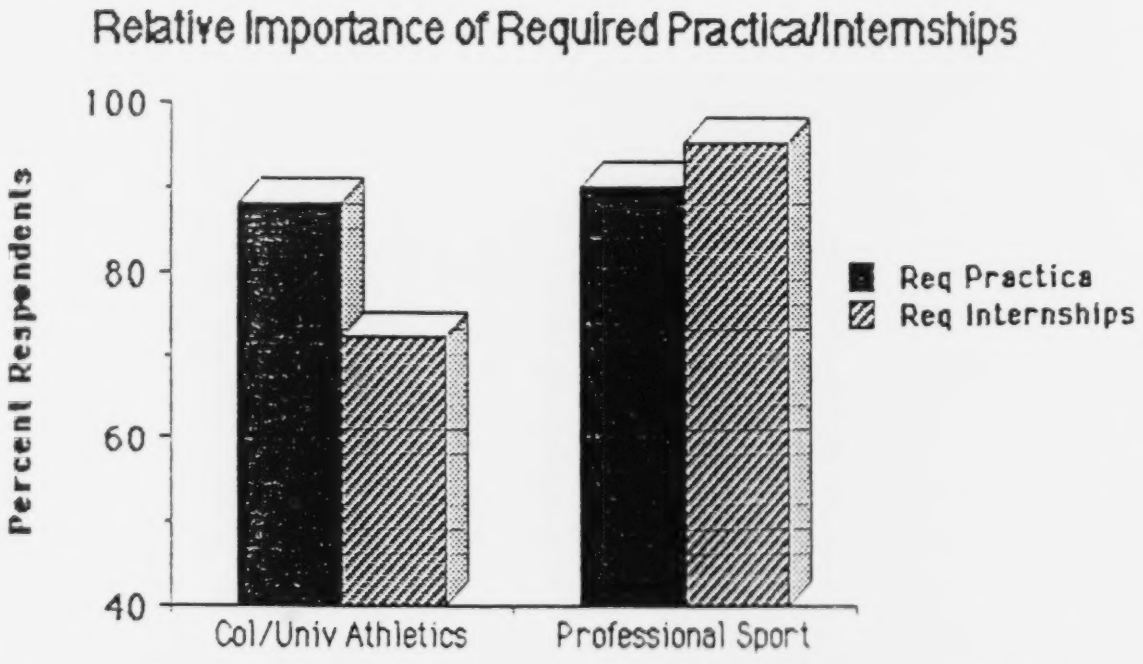

Fig. 6 Significant business category difference ($p < .001$)

IMPORTANCE OF CURRICULAR/COURSE AREAS

THERE WAS A SIGNIFICANT DIFFERENCE ($P < .001$) IN THE RELATIVE IMPORTANCE OF VARIOUS CURRICULAR/COURSE AREAS BETWEEN THE RESPONDENTS FROM COLLEGE/UNIVERSITY ATHLETICS AND THOSE FROM PROFESSIONAL SPORT (FIG. 7). WHILE ALL OF THE COLLEGE/UNIVERSITY ATHLETICS RESPONDENTS INDICATED TWO AREAS THAT WERE IMPORTANT, I.E., COMMUNICATIONS AND PUBLIC RELATIONS; ALL OF THE PROFESSIONAL SPORT RESPONDENTS INDICATED THREE CURRICULAR AREAS AS BEING IMPORTANT, I.E., COMMUNICATIONS, PERSONNEL MANAGEMENT, AND MARKETING. ALTHOUGH THERE WAS ONE COMMON AREA (COMMUNICATIONS) THAT BOTH GROUPS DETERMINED AS MOST IMPORTANT, THEY DIFFERED COMPLETELY IN THE CURRICULAR/COURSE AREAS THAT WERE INDICATED BY MORE THAN NINETY PERCENT OF THE RESPECTIVE RESPONDENTS. COLLEGE/UNIVERSITY ATHLETICS RESPONDENTS HAD ORGANIZATIONAL MANAGEMENT AND PERSONNEL MANAGEMENT RANKED SECOND, WHILE PROFESSIONAL SPORT HAD ADMINISTRATION AND FINANCE AS SECOND. THERE WERE FOUR CURRICULAR/COURSE AREAS THAT EIGHTY TO EIGHTY-FOUR PERCENT OF THE COLLEGE/UNIVERSITY RESPONDENTS INDICATED AS IMPORTANT, PROMOTION, ADMINISTRATION, BUDGETING, AND COMPUTER UTILIZATION. IN CONTRAST, EIGHTY-NINE PERCENT OF THE PROFESSIONAL SPORT RESPONDENTS INDICATED THAT BOTH PROMOTION AND PRODUCT DEVELOPMENT WERE IMPORTANT CURRICULAR AREAS. LEADERSHIP AND POLICY DEVELOPMENT WERE ALSO MORE IMPORTANT FOR THE ATHLETICS PERSPECTIVE THAN TO THE PROFESSIONAL SPORT PERSPECTIVE.

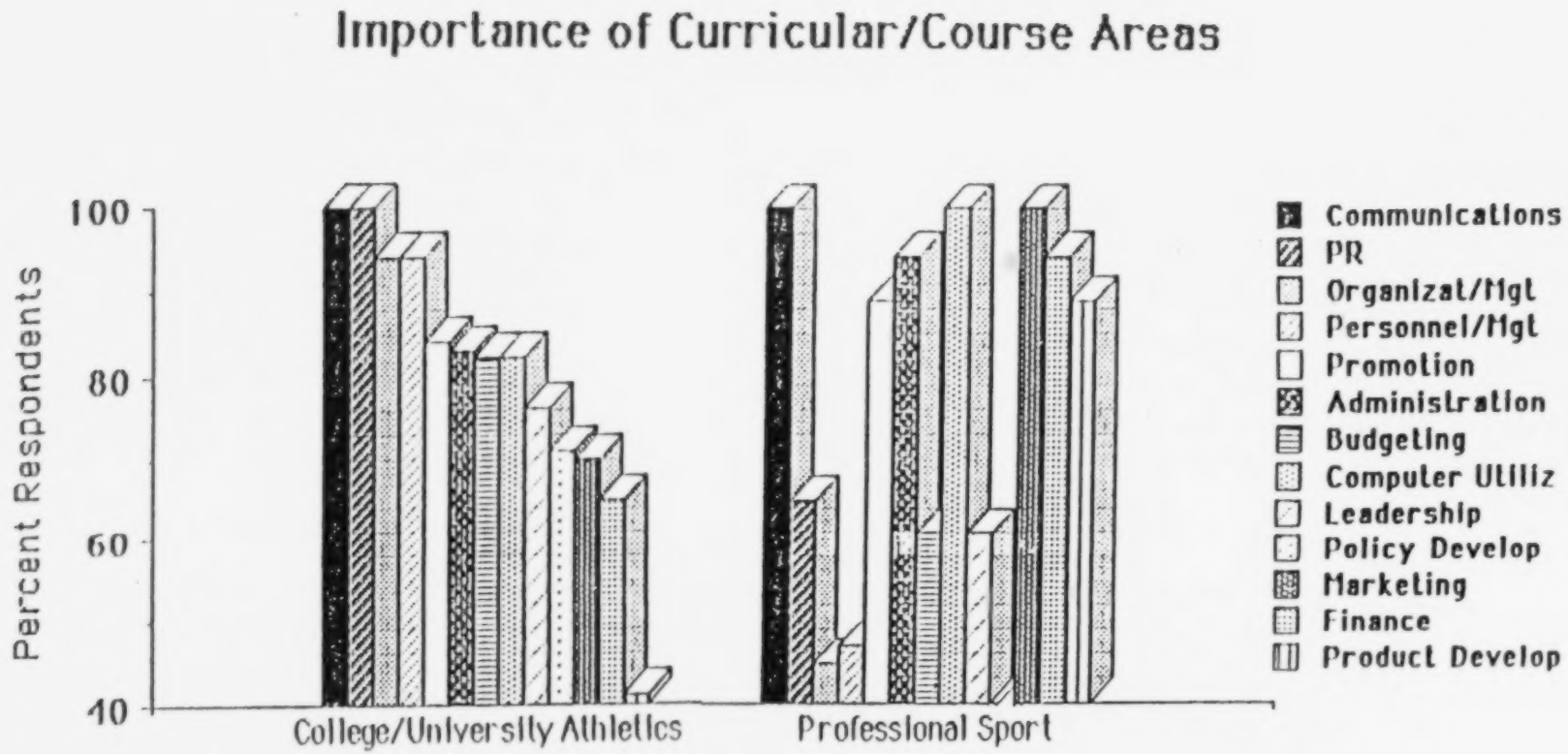

Fig 7. Significant business category difference ($p < .001$)

IMPORTANCE OF CERTIFICATION EXPECTATIONS

THERE WAS A SIGNIFICANT DIFFERENCE ($P < .001$) BETWEEN THE RESPONDENTS FROM COLLEGE/UNIVERSITY ATHLETICS AND PROFESSIONAL SPORT ON THE CERTIFICATION EXPECTATIONS FOR THEIR SPORT MANAGEMENT PERSONNEL (FIG.8). THE PRIMARY DISTINGUISHING CHARACTERISTIC BETWEEN THE TWO GROUPS WAS THAT FIFTY PERCENT OF THE PROFESSIONAL SPORT RESPONDENTS EXPECTED ACSM CERTIFICATION WHILE ONLY THIRTEEN PERCENT OF THE COLLEGE/ UNIVERSITY RESPONDENTS INDICATED EXPECTATION OF ACSM CERTIFICATION. THE RELATIVE PATTERN OF RESPONSES OF EXPECTATIONS FOR CPR, ADVANCED FIRST AID, LIFE SAFING, AND YMCA CERTIFICATIONS WERE SIMILAR BETWEEN THE TWO GROUPS WHILE CERTIFICATIONS OF EMT AND WSI REPRESENTED THE OTHER DIFFERENCES IN RESPONSE PATTERNS OF IMPORTANCE BETWEEN THE TWO GROUPS.

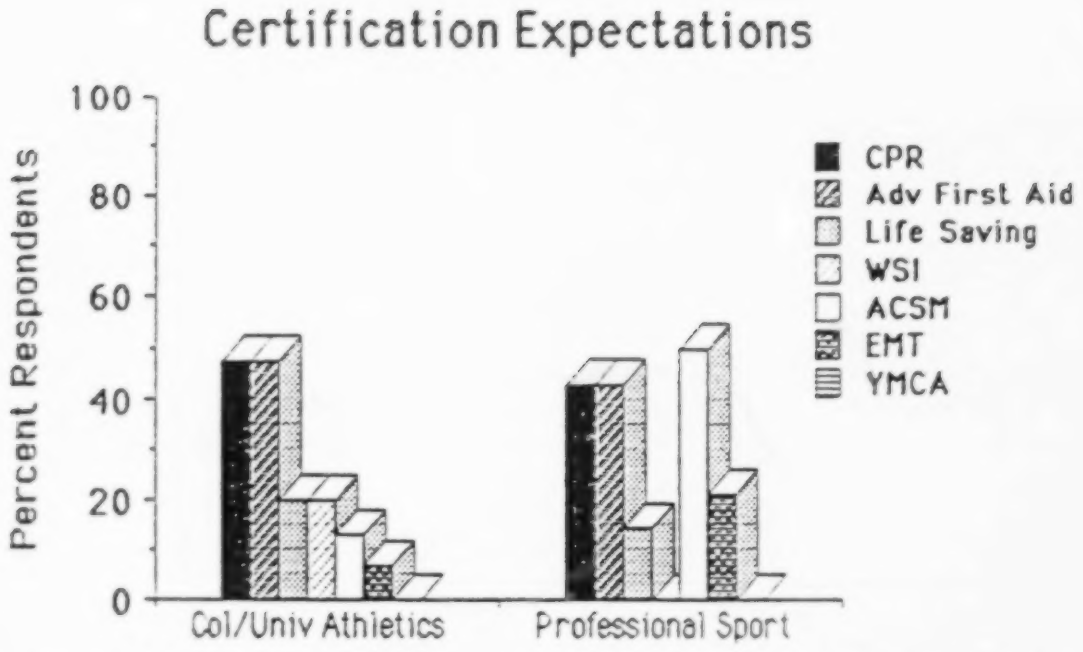

Fig. 8 Significant business category difference ($p < .001$)

PERCENT WORKLOAD FOR MANAGEMENT TASKS

THERE IS A DIFFERENCE IN THE WORKLOAD PERCENTAGE OF MANAGEMENT TASKS THAT COMPRISE THE JOB DESCRIPTION OF SPORT MANAGERS IN COLLEGE/UNIVERSITY ATHLETICS AND THOSE IN PROFESSIONAL SPORT (FIG. 9). IT APPEARS THAT THE SPORT MANAGEMENT POSITIONS IN COLLEGE/UNIVERSITY ATHLETICS MUST HAVE SPORT MANAGEMENT POSITIONS WHICH ARE RELATIVELY SPECIALIZED AND CONSISTENT ACROSS INSTITUTIONS, AS THE RESPONDENTS WERE CONSISTENT IN THEIR INDICATION OF THE AMOUNT OF WORKLOAD FOR VARIOUS TASKS, AND THE MAJORITY OF MANAGEMENT TASKS ACCOUNTED FOR TEN TO FIFTEEN PERCENT OF THE JOB, OR FIFTEEN TO TWENTY PERCENT OF THE JOB. IN CONTRAST, WITHIN PROFESSIONAL SPORT, THE RESPONDENTS WERE CONSISTENT IN THEIR INDICATION THAT THE MAJORITY OF TASKS ACCOUNTED FOR FIVE TO TEN PERCENT OF THE SPORT MANAGEMENT WORKLOAD.

Percent Workload for Management Tasks by Business Categories*

Col/Univ Athletics		Professional Sport
	20-25% of Workload	
Communicating (57%)		*Communicating (45%)*
	15-20% of Workload	
Controlling (64%)		*Communicating (36%)*
Directing (64%)		
	10-15% of Workload	
Planning (86%)		*Directing (45%)*
Evaluating (78%)		
Organizing (64%)		
	5-10% of Workload	
Budgeting (86%)		*Budgeting (91%)*
Staffing (72%)	*Staffing (63%)*	*Controlling (63%)*
	Planning (63%)	*Directing (45%)*
	Organizing (63%)	*Evaluating (73%)*

* Values in ( ) indicates percent respondents

Fig. 9 Significant business category difference ($p < .001$)

RELATIVE RANKING OF FULL TIME SPORT MANAGEMENT SALARY RANGES

COLLEGE/UNIVERSITY ATHLETICS RESPONDENTS INDICATED THE GREATEST NUMBER OF FULL TIME SPORT MANAGEMENT JOBS TO HAVE SALARIES OF $20,000 TO $24,999, WHILE PROFESSIONAL SPORT RESPONDENTS INDICATED THE GREATEST NUMBER OF FULL TIME POSITIONS TO HAVE SALARY RANGES OF $25,000 TO $34,999 (FIG.10). THE TWO SPORT SETTINGS ALSO HAVE A DIFFERENCE IN PART OF THE SALARY CATEGORIES FOR THE NEXT GREATEST NUMBER OF POSITIONS. THEY HAVE A COMMONALITY AT THE SALARY RANGE OF $35,000 TO $49,999, BUT A DIFFERENCE IN SEVERAL AREAS; COLLEGE/UNIVERSITY ATHLETICS INDICATED $25,000 TO $34,999; WHILE PROFESSIONAL SPORT INDICATED BOTH CATEGORIES OF $50,000 OR MORE, AND $15,000 TO $19,999. IN SUMMARY, THE SALARY RANGE FOR ALL FULL TIME SPORT MANAGEMENT POSITIONS IN COLLEGE/ UNIVERSITY ATHLETICS IS SMALLER THAN THE RESPECTIVE SALARY RANGE OF POSITIONS IN PROFESSIONAL SPORT.

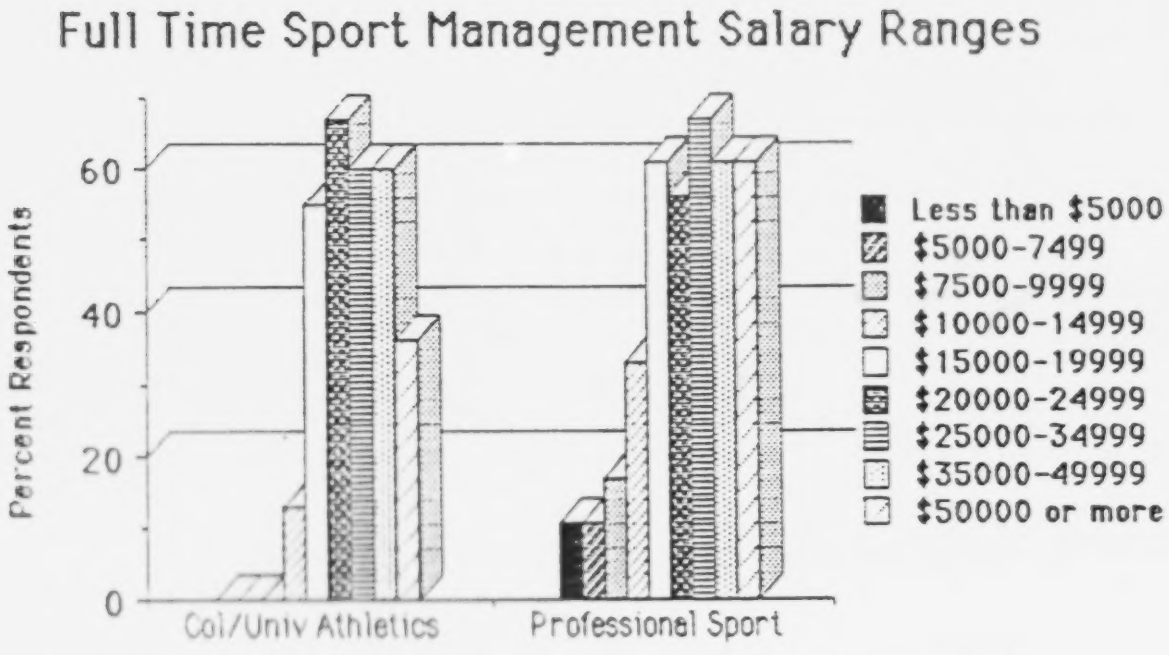

Fig. 10 Significant business category difference ($p < .001$)

SEASONAL SPORT MANAGEMENT SALARY RANGES

THE RELATIVE ORDER OF SALARY RANGE CATEGORIES FOR SEASONAL SPORT MANAGEMENT POSITIONS IS FAIRLY SIMILAR UNTIL $35,000 OR MORE (FIG.11). SIX PERCENT OF THE PROFESSIONAL SPORT RESPONDENTS INDICATED THEY HAD SPORT MANAGEMENT POSITIONS IN THE $35,000 TO $49,999 RANGE, AND TWELVE PERCENT INDICATED HAVING POSITIONS IN THE $50,000 OR MORE CATEGORY.

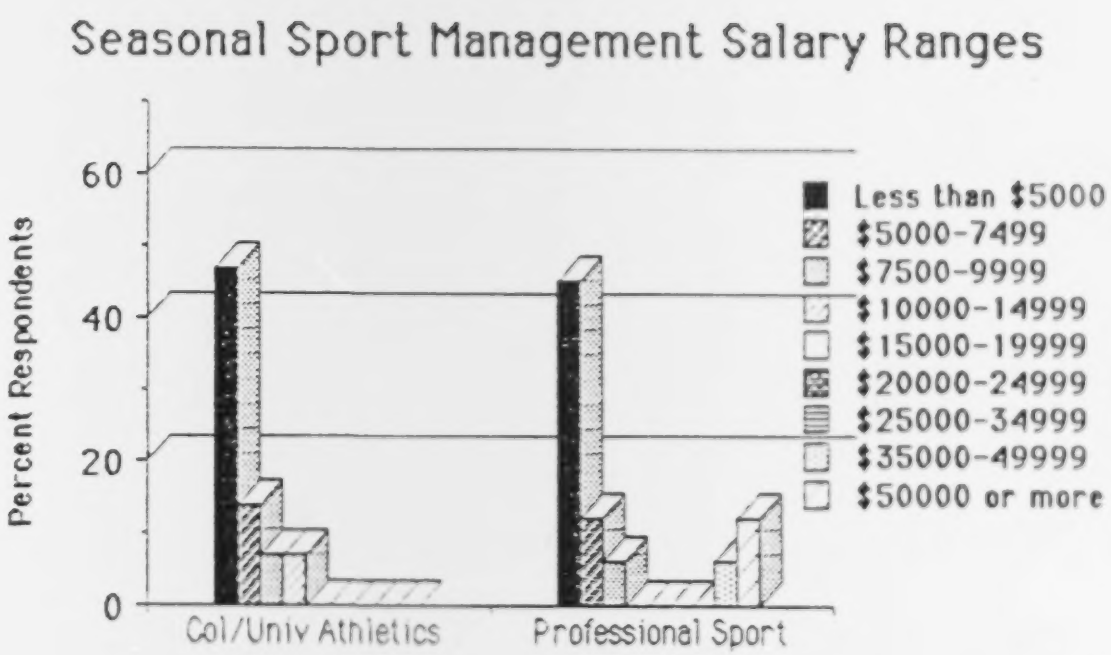

Fig. 11 Significant business category differences ($p < .001$)